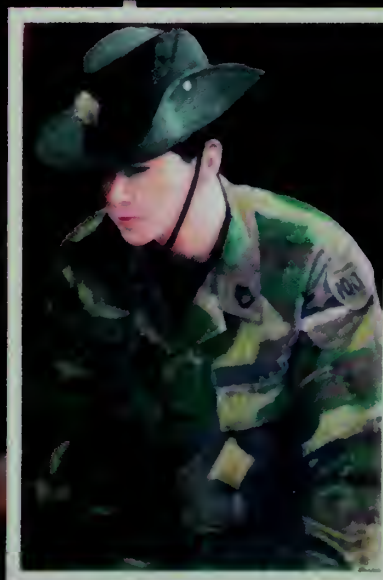


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# RECRUITER

*The United States Army Recruiting Command*



JOURNAL-MAR98

1908 - 1998

U.S. ARMY RESERVE

# 1998 Schedule

	<u>Golden Knights</u>	<u>Thunderbirds</u>	<u>Blue Angels</u>
<b>March</b>			
14			NAF El Centro, Calif.
21-22	Davis-Monthan AFB, Ariz.		Davis-Monthan AFB, Ariz.
28-29	Punta Gorda, Fla.	Punta Gorda, Fla.	NAS Kingsville, Texas
<b>April</b>			
4-5	Luke AFB, Calif. MCAS Beaufort, S.C.	Luke AFB, Calif.	MCAS Beaufort, S.C.
18-19	MacDill AFB, Fla. Barksdale AFB, La.	MacDill AFB, Calif.	Barksdale AFB, La.
25-26	Shafter, Calif.	Point Magu NAWS, Calif.	NAS Norfolk, Va.
<b>May</b>			
2-3	Knoxville, Tenn. Fort Lauderdale, Fla.	Knoxville, Tenn.	Fort Lauderdale, Fla.
9-10		San Angelo, Texas	Chattanooga, Tenn.
14-15	Laurel, Mont.		
16-17	Fairchild AFB, Wash. Andrews AFB, Md.	Fairchild AFB, Wash.	Andrews AFB, Md.
19	Manassas, Va.		
21	Jefferson City, Mo.		
23-24	Kelly AFB, Texas Columbia, Mo.	Kelly AFB, Texas	MAS Meridian, Miss.
27		Air Force Academy	
30	Elmendorf AFB, Alaska NAS/JRB Fort Worth, Texas	Elmendorf AFB, Alaska	NAS/JRB Fort Worth, Texas
31	Eielson AFB, Alaska NAS/JRB Fort Worth, Texas	Eielson AFB, Alaska	NAS/JRB Fort Worth, Texas
<b>June</b>			
6-7	N. Kingston, R.I. Elkhart, Ind.	N. Kingston, R.I.	Coney Island, N.Y.
13-14	Eau Claire, Wis. Batavia, N.Y.	Portland, Ore.	Eau Claire, Wis.
20-21	Santa Fe, N.M.	Sante Fe, N.M.	Grissom ARB, Ind.
27-28	Greenville, Miss. Boise, ID	Davenport, Iowa	Niagara Falls ARS, N.Y.
<b>July</b>			
3-5	Battle Creek, Mich. Mansfield, Ohio	Battle Creek, Mich.	Traverse City, Mich.
11-12	Plattsburgh AFB, N.Y. Dekalb, Ill.	Plattsburgh AFB, N.Y.	Pensacola Beach, Fla.
18-19	McGuire AFB, N.J. Van Nuys, Calif.	NAS Whidbey Island, Wash.	Dayton, Ohio
22	Cheyenne, Wyo.	Cheyenne, Wyo.	
25-26	Latrobe, Pa.	Selfridge ANGB, Mich.	Latrobe, Pa.
<b>August</b>			
1-2	Vandenburg AFB, Calif. Hanscom AFB, Mass.	Vandenburg AFB, Calif.	Hanscom AFB, Mass.
8-9	Rantoul, Ill. Goshen, Ind.		Seattle, Wash.
15-16	Palm Beach, Fla. Ellsworth AFB, S.D.	Big Flats, N.Y.	MCAS Miramar, Calif.
22-23	Beaver, W.Va. Bloomington, Ill.		Chicago, Ill.
29	Offutt AFB, Neb.	Minot AFB, Idaho	Offutt AFB, Neb.
30	Minot AFB, Idaho Offutt AFB, Neb. Grand Forks AFB, N.D.	Grand Forks AFB, N.D.	Offutt AFB, Neb.
<b>September</b>			
5-6	Cleveland, Ohio Jackson, Miss.	Cleveland, Ohio	Chesterfield, Mo.
12-13	Dublin, Va. Peachtree City, Ga.	Westover AFB, N.H.	
19-20	Warner-Robbins AFB, Ga. Durango, Colo.	Durango, Colo.	Warner-Robbins AFB, Ga.
26-27	Reading, Pa. Liberal, Kan.	Salinas, Calif.	Reading, Pa.
<b>October</b>			
3-4	Stockton, Calif.	Sioux City, Iowa	Stockton, Calif.
10-11	El Paso, Texas Maxwell AFB, Ala.	El Paso, Texas	San Francisco, Calif.
17-18	Muskogee, Okla. Seymour Johnson AFB, N.C.	Muskogee, Okla.	Houston, Texas
24-25	Little Rock AFB, Ark. Fort Huachuca, Ariz.	Little Rock AFB, Ariz.	NAS Jacksonville, Fla.
<b>November</b>			
31 (Oct)-1	Victorville, Calif. University of Delaware	Victorville, Calif.	NAS/JRB New Orleans, La.
7-8	Keesler AFB, Miss.	Lake Charles, La.	NAS Pensacola, Fla.
14-15		Lake City, Fla.	



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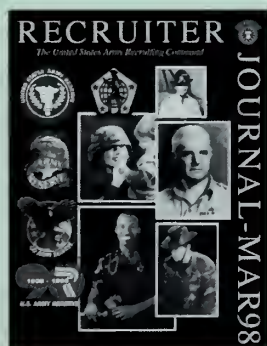
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### ON THE COVER

The US Army Reserve celebrates its 90th Anniversary April 23, 1998.

(Cover design by Joyce Knight, HQ USAREC. Photography by Steve Catlin, Fort Knox, Ky., TASC).

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## Prospect, Prospect, Prospect

When I took command late last summer, one of the first things I did was go to the school at Fort Jackson. It's a good school and I believed what they told me: "You've got to prospect, prospect, prospect!" After six months, having visited 35 recruiting companies, I believe them more than ever.

I challenge each of you to reflect on the actual amount of time you spent prospecting in each of the last three weeks. I say go back three weeks because I want you to be able to clearly remember the events of those weeks. Get out your planning guide and give yourself an honest assessment:

"Yeah, on Monday I blocked an hour of Red Time here and I actually did that. Well, I did 30 to 45 minutes at least." If so, give yourself credit for 45 minutes. "Then on Tuesday I had planned to do some P3 prospecting over here, but SSG Hamilton's GOV broke down, so I had to go get him." Good, you did the right thing but you still had 0 minutes of prospecting. Add up the actual time you spent, no kidding, actually prospecting.

Do this kind of an assessment and perhaps you'll find what has been confirmed during my station visits and independently by your brigade commanders, battalion commanders, and the IG as well as several other sources. Throughout the command, each recruiter spends a mere 4 to 5 hours prospecting *per week!* There are two messages contained in this rather surprising information. First, you are a *lot* better than you think you are! With only 4 to 5 hours of prospecting per week, the average recruiter (if there is such a person) still manages a net write rate of 1.1 contracts per month. Second, and more important, you are not giving yourself a chance to make mission.

I understand why recruiters don't want to prospect. It's just not pleasant! Sure, there are a few recruiters who actually like to prospect. Those are the same recruiters who will walk away with all the awards at the end of the year. But for the rest, you had a great day when only 90 out of 100 people you talk to tell you to



MG Hamilton

"Pound sand!" It's usually more like 95 out of 100.

If you look again at your planning guides for this week and next, I think you'll find that you're planning for about twice as much prospecting as you will actually accomplish. As you have told me during station visits, the average recruiter plans 10 to 12 hours per week of prospecting. It seems reasonable that if you actually conducted that much prospecting, you'd make mission. As a command, we are not making contract mission. I have no doubt, however, that we would do it if prospecting conducted ever approached prospecting planned.

The most potential for improved production is in *better prospecting*. There are already a number of examples of stations, companies, and even battalions that in a short few months have improved production — and some by as much as 30 percent! We can, and should, reduce our DEP loss rates. Cutting the loss rate in half, however, still pales in comparison to what we could do with better prospecting.

Spending more time *processing* is not the answer, either. Certainly, there are skills you must learn so that when you find an interested applicant, your chances of enlisting that person are improved. But as a command, we spend entirely too much time processing. I understand why, though; everyone loves to process. You have an actual human being you are helping make an important decision. The chain of command now has something to "count." It feels good and you're rewarded. Throughout the command, however, the difference in the ability to process between the best and worst companies and battalions is so small, it's negligible. No amount of improvement in the worst company's ability to go from makes to conducts, from conducts to test, from test to test pass, etc., could make up enough difference in

production to move to the top. The answer lies in *prospecting*.

For you recruiters, this is simple. First, you need the self-discipline to execute your own prospecting plan. You're probably planning an adequate amount of prospecting. Just don't let yourself get distracted. Second, always have a backup plan. Call this Hip Pocket Prospecting. It's simply a part of our business that some appointments will not show; things will not always go according to plan. This is understandably frustrating and may even make you angry. Do something constructive with that energy other than kick the waste basket. If an appointment cancels at the last minute, automatically conduct a set amount of PI prospecting. If you're going on a house-call, have a backup plan to post your area or visit a COI if the visit falls through. This is what I mean by Hip Pocket Prospecting and you can expect to hear me refer to it during every station visit.

For you leaders, from station commanders to battalion leadership teams, improved prospecting is about supervision. It's a fact of human nature that the more unstructured time a person has, the more reluctant he/she is to structure it. To put this in physical training terms we all can appreciate, I don't need leaders to get soldiers to do sit-ups when the temperature is 78 degrees, the sun is shining and the breeze is soft and warm. Everyone wants a flat belly, so it's easy when the weather's nice. I need leaders who can get soldiers to do sit-ups in the rain — in the rain when it's cold and windy and not much fun and in the rain because it's the right thing to do — and because it's winter and it's going to rain for four more months! If we waited until the rain stopped to do sit-ups, we'd all have beer bellies. Let's pay attention, really pay attention, to how much prospecting we're doing.

While I am absolutely convinced that prospecting is the answer, I am not suggesting that any recruiter spend any more time in the recruiting station. You already spend too much time on the job; you just need to better structure the time you spend there to do the prospecting that you actually plan. I believe our mutual success depends on this simple formula: "Volume fixes everything, prospecting fixes volume." Close the Loop!





## From the OCAR CSM

On April 23 the Army Reserve celebrates its 90th birthday. Formed as the Medical Reserve Corps in 1908, the Army Reserve has undergone tremendous change during its nine decades. From the trenches of World War I to the sands of Kuwait, Army Reservists have served proudly when called. Seven earned the Medal of Honor in Korea, including SGT Hiroshi H. Miyamura, a squad leader in a machinegun platoon "who killed more than 50 of the enemy before his ammunition was depleted and he was severely wounded." President Harry Truman and aviator Charles Lindbergh were Army Reservists. Today we comprise over 70 percent of reserve forces mobilized for Operation Joint Guard in Bosnia.

My association with the Army Reserve covers one-third of its history. I joined my first Reserve unit in 1967 in Oswego, N.Y., the 479th Engineer Battalion. Making the transition from active duty (including a tour in Vietnam with the Marines) was difficult. Frankly, my first few weekend drills were not what I expected and I questioned whether I had made the right choice. Then I got to know and appreciate 1SG Walt Brown, a man of character, integrity, and above all, an NCO you could emulate. The sorry part is I don't ever think I told Walt Brown how much he inspired me and that he was the reason I stayed in the Army Reserve. Through all the turmoil of the Vietnam era, you could always see the steadfast Walt Brown leading the way. I ended up serving in the 479th for almost 12 years.

As America's oldest federal reserve, the USAR today truly represents the people it defends. Of the 215,000 soldiers in the Selected Reserve (primarily drilling Reservists), 24.8 percent

are black and 23.1 percent are female. We have Reserve units in every state and territory, even in Europe. Across America Army Reservists tutor school children, improve community parks, clean the environment, speak at civic organizations, and support youth activities such as last year's National Boy Scout Jamboree at Fort A.P. Hill, Va. SPC E. Jake Panter, a water purification specialist with the 854th Quartermaster Co., Logan, Utah, was one of many Army Reservists who supported relief operations for flood victims in North Dakota.

While at heart a community-based force of citizen-soldiers, the Army Reserve is equally an integral element of today's global power-projection strategy. Most often today when active Army soldiers deploy, Army Reservists are right beside them, like their forebears in every major conflict this century. In FY 97 alone, Army Reservists deployed to more than 70 countries worldwide in support of military operations. SGT Norman Gravel of the 368th Engineer Battalion in Manchester, N.H., taught surveying skills to soldiers in Kenya. SGT Marcus Surjopolos of the 426th Civil Affairs Battalion in California trained medics in Papua New Guinea. Operations SGT Dianne Whipple of the 351st Military Police Co., Ocala, Fla., today monitors patrols in the Tuzla area of Bosnia. In FY 96, the Army Reserve offset more than 5.8 million man-days in active Army personnel tempo, the most of any reserve component.

Since 1989, we've had to cut 35 percent of our force to remain trained, relevant and cost-effective. It's been a trying time for our soldiers, families and civilian employees who've made tremendous sacrifices as we've honed our core competency of combat service support. Today we account for 47 percent of the Army's CSS units; combat units comprise less than 1 percent of our force. We have 60 of the Army's 69 CONUS Support Package units, those required to deploy the Army's rapid-response Force Package 1 (a combat force of four and one-third divisions). The Army Reserve now manages two of the Army's 15 power projection platforms — Fort McCoy,

Wis., and Fort Dix, N.J. — and has Garrison Support Units assigned to the others. Eighty-five percent of all Army Reserve units are resourced Category 3 (C-3), meaning they are ready today for mobilization. That's a huge improvement over the 1930s Organized Reserve Corps when skeleton units had few enlisted personnel and minimal equipment.

The force structure changes we've undertaken, the capabilities we've developed and the experience we've gained over the past 90 years have positioned the Army Reserve well for the 21st century. We still have many challenges ahead — recruiting and retention, to name a few. But we'll succeed, as always, through teamwork, and continue to build a proud history. I wish all Army Reservists a happy birthday and sincerely thank you for your contributions. To all soldiers in America's Army — rest assured, the Army Reserve is trained and resourced to support you as you serve this great nation.

**CSM John E. Rucynski, Office of the Chief, Army Reserve**

## A Recruiter CALL TO ACTION!

The back cover of the January 1998 *Recruiter Journal* shows a copy of the color marketing flyer for USAREC's newest tactical local advertising tool, the Public Service Announcement billboard.

No one in the command racks up more windshield time than the recruiter. So when you're on the road and see an empty billboard, write down the phone number and the name of the billboard advertising company, and give this information to your battalion A&PA chief. The A&PA section will call the vendor.

A word of warning: These are Public Service Announcement billboards, *not paid advertising*. Vendors do this when they have an empty board available, and the donated message stays up until they find a paying customer.

Army policy still prohibits us from paying for outdoor advertising, like billboards. Until this restriction is lifted, the PSA billboard opportunity is our only chance to get our message out in a big, highly visible way.

## Delta seeks recruiters

Recruiting for Delta is a unique assignment. It requires the ability to interact effectively with prospective Delta candidates as well as senior Army leadership and exhibit those personal qualities found in Delta members. It requires a competent briefer, one who is highly motivated, and who is capable of working alone without direct supervision.

A potential Delta recruiter should meet the following prerequisites:

- Male
- Volunteer
- MOS 79R
- SSG or junior SFC
- No history of recurring disciplinary action
- Possess or be able to obtain a secret security clearance
- GT score of 110
- Pass the APFT
- Airborne qualified or volunteer for airborne duty
- Have demonstrated success as an Army recruiter
- Minimum 12 months successful station commander time

Interested recruiters should mail a copy of their DA Form 2A and 2-1, last five NCOERs, DA photo, PT score card, and contact phone numbers to Recruiting Team, P.O. Box 70149, Fort Bragg, NC 28307 or fax copies to 910-396-0607 or DSN 236-0607. POC is MSG Walthers, 910-396-0689

## Story ideas?

E-mail *RJ* suggestions or comments to: [welkerk@usarec.army.mil](mailto:welkerk@usarec.army.mil).

## Today's Army Reserve

*As the Reserve celebrates its 90 anniversary in April, you may be asked, "What is the Army Reserve?" The following is a short description of the Reserve's composition, missions, and organization for your use in answering those questions. For a more detailed history, see page 8.*

The US Army Reserve (USAR) is the active Army's federal reserve force. Founded in 1908 as the Medical Reserve Corps, the USAR today is the Army's main source of transportation, medical and logistical units, what the

Army calls combat service support.

The Army Reserve is comprised of two major elements: the Selected Reserve and the Individual Ready Reserve. Soldiers in the Selected Reserve, about 215,000 strong, generally serve one weekend a month in a community-based Army Reserve unit, plus two weeks of Annual Training at an active Army installation or overseas.

About 5 percent of the Selected Reserve is on full-time duty. Approximately 300,000 soldiers serve in the Individual Ready Reserve (IRR), a standby force used selectively for military and civil operations. Soldiers in the IRR generally are activated on a volunteer basis. All soldiers who enlist in the Army Reserve have an eight-year military service obligation.

Army Reserve units are found in all 50 states and many US territories, as well as in Europe and the Pacific region — over 1,600 units in all. Each year, approximately 20,000 Army Reservists deploy to some 50 countries worldwide for military operations.

The Chief, Army Reserve, is on the Department of Army staff in the Pentagon and also commands the Army Reserve Command (USARC) in Atlanta. Most Army Reserve units in the United States fall under command and control of a regional support command (there are 10 RSCs) or one of 37 specialized commands. The US Army Civil Affairs and Psychological Operations Command, with headquarters at Fort Bragg, N.C., oversees special operations units.

In addition to numerous Reserve centers located both stateside and overseas, the Army Reserve manages several large military installations, including Fort McCoy, Wis., and Fort Dix, N.J.

## March is Women's History Month



## Nonparticipating providers no longer required to file claims

Authorized providers of care who see TRICARE Standard-eligible patients, but don't "participate" in TRICARE Standard, are no longer required to file claims on behalf of their TRICARE Standard patients.

The requirement was eliminated effective Nov. 18, 1997, with the signing into law of the Department of Defense Authorization Act of 1998 (Public Law 105-85). It returns the claim-filing process to the status that existed before Oct. 1, 1996, when the requirement to file claims was imposed on non-participating providers by a previous federal law.

The change means that, if you receive care from a nonparticipating provider, you may file the claim yourself, without requesting a waiver, if your nonparticipating provider declines to file the claim for you.

You may also file claims for any care you received before the Nov. 18, 1997, effective date of the change, as long as the deadline for filing claims for the care hasn't come and gone. The claim filing deadline for outpatient care is one year from the date you received the service. For inpatient care, it's one year from your date of discharge from the inpatient facility where you received the care.

Participating TRICARE and network providers of care must accept the TRICARE allowable charge as the full fee for the care you receive. They are also required to file the claim with the regional TRICARE contractor for you.

Nonparticipating providers often charge more than the allowable charge for your care (up to the legal limit of 15 percent above the allowable charge). And they may decline to file claims with the contractor for the services they render. So it's in your interest to see a participating or TRICARE network provider, if possible.

If you're enrolled in TRICARE Prime and are referred to a non-network, nonparticipating provider of care, you may have to file the claim for the care you receive, if the nonparticipating provider declines to file claims.





In a ceremony at the Pentagon, Chief of Staff of the Army GEN Dennis J. Reimer and Sergeant Major of the Army Robert Hall presented recruiters with awards for recruiting excellence. Pictured here is USAR Guidance Counselor SSG Elizabeth Cimaglio, Cleveland MEPS. (US Army photo)



At left, recruiters from the Wichita Recruiting Company join with Reserve personnel from the 89th Regional Support Command in Wichita, Kan., to do PT during a recent afternoon get-together.

Kansas City Recruiting Battalion recruiters and personnel work closely with the 89th RSC to coordinate Reserve recruiting efforts throughout the heartland.

(Photo by SFC Troy Falardeau, 89th RSC PAO)

### Army's '99 budget on the table

*by SFC Connie Dickey, Army News Service*

WASHINGTON - The Army's 1999 budget request of \$64.3 billion reflects its need to strike a balance between modernizing the force and keeping quality soldiers, maintaining readiness and training the force.

The proposed budget supports an end strength of 480,000 active-duty soldiers, 357,000 Guardsmen, 208,000 Army reservists and 237,000 Department of the Army civilians.

The budget seeks to maintain quality of life programs in Fiscal Year 1999 and at the forefront is a 3.1 percent pay raise and also renovation of substandard barracks and housing for single and married soldiers.

"We remain steadfast to our commitment to fix the location where the single soldiers live; their barracks, their quarters," a senior Army budget official said.



## Professionalism in recruiting

by MSG James D. Jackson, Recruiting Operations  
Directorate, USAREC

***No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army."***

Recruiting is the breeding ground for that professionalism. We recruit the future NCOs and give them their first impressions of what the "Backbone of the Army" is.

We were selected for recruiting based on our past performance and professionalism. The responsibility charged to each of us seems simple, "Recruit the Force," but in fact, it is tremendously heavy to bear. It is an awesome responsibility and should not be taken lightly. We are all members of the same team making us the "Backbone of the Army."

Here we are in the middle of the year, when the pressures become greater and the temptations are tremendous. Recruiters continuously question their loyalties and professionalism which at times come in conflict with each other.

Our actions reflect on the entire Corps of Noncommissioned Officers and are never forgotten by the people we come in contact with. Nowhere in the Army is the spotlight any brighter than on the recruiter.



***I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.***

Every recruiter is an ambassador for the Army within his or her community; that fact can never be forgotten. It is what makes us the “Backbone of the Army.”

**Competence** is my watchword. My two basic responsibilities will always be uppermost in my mind — accomplishment of the mission and welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a noncommissioned officer. I will fulfill my responsibilities inherent in that role.

All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

USAREC is unique in that we are all NCOs with different roles of leadership responsibility, be they formal or informal. We must all understand that accomplishing the mission supports the welfare of the troops. However, we cannot sacrifice the welfare of our troops for the accomplishment of the mission.

**Motivation** is the key to that success. Good leaders keep the troops motivated and working as a team, which brings about the desire to accomplish the mission. The attitude in which we approach the mission is 90 percent of the accomplishment. Leaders cannot mo-

tivate without knowing what makes their soldiers succeed.

**Communication** is the key to knowing your soldiers. Not everyone is driven by reward or fear of punishment. Some simply want to be treated with the respect they have earned. Leaders at all levels are challenged with the responsibility of accomplishing the mission and in doing so makes us the “Backbone of the Army.”

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve; seniors, peers and subordinates alike.

I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, noncommissioned officers, leaders!

The noncommissioned officers are the product knowledge experts. We must also rely on the officers for their knowledge and insight. We earn their respect by including them in the recruiting effort. They need training as do all of us because training or learning never stops.

**Loyalty** is essential to team building. It is one of the Army's basic values. Loyalty does not mean agreeing with the crowd. Loyalty is being true to ones' self and the organization. That is what earns the respect of others. Having the courage to stand for what is right and taking the initiative in the absence of orders.

Recruiters are expected to never compromise their integrity or moral courage. That is what makes us “professionals, Noncommissioned Officers, leaders!”



# Army Reserve celebrates 90th



*In April, the United States Army Reserve celebrates its 90th anniversary. To prepare Army recruiters for presentations and events that may occur in their areas to mark this event, the following articles provide command information that you can use.*

## **The Tradition**



The United States that gained its independence in the American Revolution chose to rely on a very small Regular Army augmented in time of crisis by militia or civilian volunteers. The practice continued throughout the 19th century. During the Civil War, when the Regular Army divided between north and south, both sides resorted to state militias, to the raising of volunteer units, and finally to conscription. Once the war ended, however, soldiers were mustered out as quickly as possible and the status quo restored.

The training and preparedness of either militia or volunteers was always suspect at best and non-existent at worst. As the United States entered the 20th century, with the Spanish-American War a recent memory, the nation's leaders became more aware of America's potential and of the risks the new century might bring. Competing military alliances stretched across Europe, and each major military

power had elaborate mobilization plans. While still hoping for political, if not economic, isolation, the United States began to look to a greater level of military preparedness and strength within federal control.

## **The Beginning**

The Army Reserve traces its origins to the creation of the Medical Reserve Corps in 1908. In 1916, Congress passed the National Defense Act which created the Officers' Reserve Corps, Enlisted Reserve Corps and Reserve Officers Training Corps (ROTC).

Following entry of the United States into World War I in April 1917, 89,500 officers from the Officers' Reserve Corps participated, of which one-third were medical doctors. More than 80,000 soldiers of the Enlisted Reserve Corps served, with 15,000 assigned to medical units.

After the war, the Officers' and Enlisted Reserve corps were combined into the Organized Reserve Corps, a name that lasted into the 1950s. The years between the world wars were austere, with few opportunities for training. An opportunity for service, however, was created during the Great Depression. One of Roosevelt's New



SSG Michelle A. Cardenas, a radiological tech with the 36th CSH, performs a CAT Scan on a patient at the Blue Factory Bosnia. (Photo by PFC Eric C. Barker, 372 MPAD)





**SPC Porter, a Reserve soldier stands guard in Bosnia-Herzegovina. (Photo by 372nd MPAD)**

Deal programs, the Civilian Conservation Corps (CCC), placed young men in barracks and military-style organizations to work in national forests and other outdoor projects. Between 1933 and 1939, more than 30,000 officers from the Organized Reserve Corps served as commanders or staff officers at the 2,700 CCC camps.

### **World War II and Korea**

Reserve participation in the American defense effort began before the United States entered the war in December 1941. The Army began calling members of the Organized Reserve Corps to active duty in June 1940. In the year that followed, the number of Reserve officers on active duty rose from less than 3,000 to more than 57,000. During World War II, more than 200,000 members of the Organized Reserve served, providing 29 percent of the Army's officers.

Recognizing the importance of the Organized Reserve to the war effort, Congress authorized retirement and drill pay for the first time in 1948.

The Korean Conflict saw more than 240,000 soldiers of the Organized Reserve called to active duty. That large number reflected the Army's need for organized, trained personnel in a short period of time. More than 400 Reserve units served in Korea.

While the Korean Conflict was still under way, Congress began making significant changes in the structure and role of the Reserve. These changes transformed the Organized Reserve Corps into the US Army Reserve (USAR). This new organization was divided into a Ready Reserve, Standby Reserve and Retired Reserve. Reserve

units were authorized 24 inactive duty training days a year and up to 17 days of active duty (called annual training). The president was given authority to order up to one million Reservists, of all services, to active duty. These Congressional actions were directly related to experiences gained during the activation and subsequent service of Reserve units in the Korean War.

### **Evolution**

During the late 1950s, the Army Reserve became increasingly combat support and combat service support oriented. An Army reorganization of the period called for the Army Reserve and Army National Guard to provide supplemental forces to the active Army (the Army Reserve's role included individuals as well as units).

More than 69,000 Army Reservists were called to active duty in response to the Berlin Crisis of 1961. The call-up lasted from September 1961 to August 1962 and was hampered by a number of problems, including old equipment, lack of equipment, shortage of unit soldiers, and difficulty locating individual soldiers. A subsequent reorganization of the Army's reserve component occurred in 1967 and 1968.

That reorganization resulted in an Army Reserve composed primarily of combat support and combat service support units, with combat arms units concentrated in the Army National Guard. The position of Chief, Army Reserve was established by federal statute to be filled by a USAR general officer appointed by the president for a four-year term, with advice and con-



**SSG Christopher J. Dugas, a biomed tech, 39th CSH, performs maintenance on an infusion pump at the Blue Factory in Bosnia. (Photo by PFC Eric C. Barker, 372 MPAD)**

sent of the Senate.

As the reorganization took place, American involvement in Vietnam escalated. The first Army Reserve units were ordered to active duty in 1968. There was no large-scale call-up for Vietnam, however, as President Johnson favored a minor role for the Army Reserve and other reserve forces. Ultimately, some 5,900 USAR soldiers comprising 42 units were ordered to active duty, and 3,500 soldiers in 35 units went overseas.

### **A Concept Tested**

The end of the draft coincided with announcement of the Total Force Policy in 1973. That policy called for the United States to maintain an active duty force capable of maintaining peace and deterring aggression. Those forces would be reinforced, when necessary, by a well-trained, well-equipped reserve component. The effect of an all-volunteer active Army and the Total Force Policy was a shift of some responsibilities and resources to the Army Reserve.

Both unit and individual Army Reserve manpower declined from 1973 to 1978. Readiness improved during the 1980s when more emphasis was placed on training, recruiting and retention.

In 1983, volunteers from Army Reserve civil affairs units deployed to Grenada in support of Operation Urgent Fury to help rebuild that island nation's infrastructure. Six years later, Army Reserve provisional military police and civil affairs units, composed of volunteers, helped restore order and services in Panama during Operation Just Cause. Each deployment was significant in that the active Army simply could not provide enough qualified personnel for those specific tasks, given its other responsibilities. The use of USAR volunteers was necessary because no presidential call-up authority was in place.

### **A Concept Proved**

The invasion of Kuwait by Iraq in 1990 led to the largest call-up of reserve component personnel since the

Korean War. More than 84,000 Army Reservists provided combat support and combat service support to the Total Force in Southwest Asia and site support elsewhere. Of that number, over 40,000 served in Southwest Asia. Included in the call-up were 20,000 members of the Individual Ready Reserve (IRR) who filled vacancies in units or performed other specialized duties. During Operation Desert Shield/Desert Storm, the Army Reserve provided transportation, medical, civil affairs, postal, engineer, military police, maintenance, linguistic and other types of support. The validity of concentrating the support mission in the Army Reserve was clearly proved by the successes of these units. Army Reserve soldiers were among the first reserve component personnel called to active duty, and were among the last to leave the desert, with units and volunteers preparing equipment for retrograde to the United States or Europe long after the conflict ended.

A key step in the continued development of the Army Reserve took place in 1991 with establishment of the U.S. Army Reserve Command (USARC) in Atlanta. The USARC has responsibility for command and control of troop program units nationwide and the 65th Army Reserve Command in Puerto Rico. The Chief, Army Reserve commands the USARC, and also serves as Deputy Commanding General for Reserve Affairs, U.S. Army Forces Command (FORSCOM).

In 1992, volunteer USAR soldiers provided postal, logistical and other assistance in support of American relief operations in Somalia (Operation Provide Hope).

When the United States intervened to help restore democracy in Haiti in 1995, an Army Reserve transportation detachment was one of the first units ordered to active duty. Another early-deploying Army Reserve contingent was an airborne-qualified civil affairs unit that was prepared to jump into Haiti in event of an assault. Overall, about 350 Army Reservists from 17 units served in Haiti.

A mixed battalion of Army Reserve, active Army, and Army National Guard soldiers deployed to the Sinai in



**SGT Brinks from Psyops conducts a mine awareness class for Bosnian school children. (Photo by SGT Jerry Parisella, 362 MPAD)**

1995 as part of the American contribution to the Multinational Force Observer (MFO) Sinai Peacekeeping Operations in Egypt. The 41 Army Reserve volunteers included engineers, military police, ground surveillance radar specialists and others, primarily from the Individual Ready Reserve.

In December 1995, the president authorized the call-up of reserve component forces as part of America's support to the NATO peacekeeping forces in the Bosnia-Herzegovina area. Within a short period of time the Army Reserve provided civil affairs, postal, medical, engineer, transportation, psychological operations and fire-fighting units, the first arriving in Bosnia in mid-January 1996. The initial manpower ceiling from the reserve component was 3,888, with soldiers activated for up to 270 days. In May 1996, the ceiling increased to 7,000 to allow overlap of deploying and redeploying units and individual soldiers. The majority of Army Reservists ordered to active duty served as backfill for active Army soldiers in Germany, but substantial numbers pulled duty in Bosnia and Hungary. In December 1997, Army Reserve military police units assumed the frontline security mission in Bosnia.

### **The Present**

Today, the Army Reserve has 20 percent of the Army's combat support (CS) units and 47 percent of its combat service support (CSS) assets. With over 92 percent of those units assigned


a role under Army regional operational plans, the USAR is positioned to support almost any type of mission worldwide.

The Army Reserve is in the final stages of its post-Cold War drawdown and unit reorganization plan, scheduled to end Oct. 1, 1998. The Army Reserve will take the largest cut of any reserve component — 35 percent — bringing its troop strength down to 208,000.

America's National Strategy relies heavily on Army Reserve participation. Since end of the Cold War, Army overseas deployments have increased 300 percent. Each year, approximately 20,000 Army Reserve soldiers deploy to some 50 countries worldwide in support of military operations.

Stateside, the Army Reserve manages two large military installations — Fort Dix, N.J., and Fort McCoy, Wis. Army Reserve training divisions provide instruction to over 100,000 military and civilian students from the active Army, Army National Guard and Army Reserve.

### **The Future**

The Army Reserve of the 21st century, with its core competency firmly planted in combat support and combat service support, will be a more relevant and better trained cornerstone of our nation's defense. While managed change is still in the Army Reserve's future, the basic values of its citizen-soldiers — duty and selfless service — will remain steadfast. 



# USAR facts

## The US Army has three components:

- ☐ Active Army,
- ☐ Army National Guard and,
- ☐ US Army Reserve.

The Army National Guard and Army Reserve collectively are called the reserve component.

The IRR strength is approximately 270,000. In general, soldiers in the IRR cannot be activated for contingencies, such as Bosnia, under Presidential Selected Reserve Call-up authority. IRR soldiers can volunteer for active duty tours or, if qualified, can volunteer to be in a new, congressionally-mandated IRR pool of 30,000 soldiers, sailors, airmen and Marines that is subject to PSRC authority. Budget constraints significantly limit training opportunities for IRR soldiers.

The Army Reserve was formed April 23, 1908, as the Medical Reserve Corps. Called the Organized Reserve Corps by the early 1920s, the name officially became US Army Reserve (USAR) in the early 1950s.

## The Army Reserve has three major elements:

- ☐ Selected Reserve (SELRES),
- ☐ Individual Ready Reserve (IRR) and,
- ☐ Retired Reserve.

## The Army Reserve has three primary missions:

- ☐ Provide trained and resourced units that can rapidly mobilize and support National Military Strategy.
- ☐ Provide trained individual soldiers to perform very specific military missions or augment Army units.
- ☐ Provide support to Army retirees.

## The Army Reserve has 12 training divisions:

- ☐ Seven divisions (Institutional Training), or DIVITs and,
- ☐ Five Divisions (Exercise), or DIVEXs.

The DIVITs conduct professional development classes for soldiers from all three Army components (examples include MOS qualification courses for enlisted soldiers and the Combined Arms and Services Staff School for officers). DIVEXs conduct lanes training and evaluation for units from the Army Reserve and Army National Guard.

Soldiers in the IRR hold a reserve component identification card and have most privileges afforded TPU soldiers, with the exception of the 12 days of commissary shopping authorized each year (unless the IRR soldier performs a qualifying active duty tour).

There are about 625,00 soldiers in the Retired Reserve, which includes retirees from the active Army and Army National Guard.

## The projected end strength of each component (by Oct. 1, 1998):

- ☐ Active Army — 495,000
- ☐ Army National Guard — 367,000
- ☐ Army Reserve — 208,000 (Selected Reserve only)

The Army Reserve has less than 1 percent of the Army's combat units, 20 percent of its combat support (CS) units, and 47 percent of the Army's combat service support (CSS) units. CS units include chemical, signal, military police, and military intelligence. CSS units include medical, quartermaster, administration, supply and services, transportation, maintenance, chaplain, public affairs, ordnance, civil affairs, and construction engineering.

The Selected Reserve is comprised of Troop Program Units (soldiers on part-time duty), the Active Guard Reserve (soldiers on full-time duty) and Individual Mobilization Augmentees (part-time duty on a Department of Defense staff).

The SELRES and IRR make up the Ready Reserve.

All soldiers who enlist today have an eight-year military service obligation.

# USAR facts

Each year, approximately 20,000 Army Reservists deploy to some 50 countries worldwide in support of military operations.

Of the reserve forces mobilized today for Operation Joint Guard in Bosnia, 74 percent are from the Army Reserve.

The Army Reserve is the only federal reserve in America's Army.

America's Army cannot go to war without the Army Reserve (the USAR provides 47 percent of the Army's combat service support units — medical, logistics, transportation).

The Army Reserve is a trained and relevant force, fully resourced to support our National Military Strategy.

The American public should be proud of the hard work done by Army Reserve soldiers, civilian employees and their families during post-Cold War restructuring.

Though smaller today, the Army Reserve is better trained and more relevant than at any time in its storied history.

Commanding the Army Reserve is a major general (two stars), who holds the title of Chief, Army Reserve, or CAR.

The Army Reserve budget of \$3.3 billion is about 5 percent of the total Army budget.

The Army Reserve has 100 percent of the Army's training divisions, 100 percent of its railway units, 97 percent of its civil affairs units and over 50 percent of the Army's chemical battalions and brigades, field hospitals and petroleum supply battalions.

**The Army Reserve has three major command and control elements:**

- Office of the Chief, Army Reserve, located in the Pentagon — OCAR is the policymaking and resourcing element that works closely with Department of Defense staffs.
- US Army Reserve Command located in Atlanta, Ga., — USARC commands troop units in the Continental United States and Puerto Rico.
- Army Reserve Personnel Command located in St. Louis, Mo., — AR-PERSCOM manages the Individual Ready Reserve, full-time Active Guard Reserve force, and Army retiree program.

The Army Reserve has approximately 1,500 war-missioned units (MTOE units in military terminology), about 94 percent of the force.

The other 6 percent serve in headquarters elements, staff sections, garrison support units and training divisions.

As citizen-soldiers, Army Reservists bring relevant civilian skills into the military, a significant value-added benefit not found in the active Army.

The Army Reserve is the most utilized reserve force in the Department of Defense.

The Army Reserve today truly represents the people it defends. Twenty-five percent of the force is black; 23 percent of the Army Reserve is female.

While at heart a community-based force of citizen-soldiers, the Army Reserve is equally an integral element of today's global power-projection strategy. (A power-projection strategy relies on US-based units to deploy quickly, as needed.)

The force structure changes taken during post-Cold War downsizing, the support capabilities developed, and the experience gained have positioned the Army Reserve well for the 21st century.

Most USAR units fall within a Regional Support Command (there are 10 in the Continental United States). RSCs have boundaries aligned with Federal Emergency Management Agency regions.





During the American Vocational Association convention, personnel stopped by the Army booth to talk with a recruiter about Army opportunities.

*By Bill Kunisch, USAREC Education Division*

**O**ver the past few years, the Recruiting Command has established a partnership with one of this country's foremost education organizations, the American Vocational Association (AVA). With the AVA, the Army shares a mutual interest in the youth of our nation. Our goals for them are very interdependent.

The AVA is committed to creating a highly educated and skilled work force. The Recruiting Command conversely wants to ensure that students are equipped with the necessary skills to compete in the economy and Army of tomorrow.

### **School-to-Work Partners**

Recently, the AVA developed School-to-Work Partners, which is a coalition of business and education leaders from across the US. It is the first national partnership specifically established to build a support network for school-to-work communities across America. The Recruiting Command, recognizing that this was not only a partnership with AVA, but also with the business community, was one of the first to join.

School-to-Work Partners now number over one hundred businesses and education organizations. An initial meeting of School-to-Work Partners was held this past December in conjunction with the AVA annual convention. Brian Labashosky represented COL Donald Tarter, Director of Recruiting Operations, and the command at this meeting.

The AVA is a large organization consisting of vocational educators, administrators and guidance counselors. Through the three-day convention, hundreds of these individuals stopped by the Army's booth, where local recruiters and battalion support personnel provided them with information on Army programs. The well-staffed booth allowed recruiters to talk to many people and as well as answer individual questions.

# **Recruiting partners with vocational education**

The Recruiting Command is particularly involved with one segment of the AVA. The Army is a member of the Guidance Division and has a seat on its Policy Board, which met during the convention. At this level, the Army can observe and help shape the policy of the Guidance Division, which effects thousands of its counselors. The Army also sponsored a breakfast for the Guidance Division's Business Meeting. Tarter was the guest speaker at this meeting. He spoke of our mutual concerns and ways that the two organizations could cooperate and work toward common goals.

During the convention, the AVA's Guidance Division held their annual awards luncheon. The Guidance Division presents four awards each year, one of which is the Merit Award. The Merit Award is presented to an individual, group, or organization that has made significant contributions to the advancement of vocational and career guidance and counseling during the year.

### **Received the Merit Award**

The Recruiting Command received the Merit Award for its development and funding of the Planning for Life Recognition Program. Planning for Life was honored for its contribution to help bring about effective career planning programs for our youth nationwide. Accepting the award for the command was MAJ Rick Cercone, the Executive Office of Phoenix Recruiting Battalion.

Also receiving a Merit Award was Dr. Janet Wall, manager of the Armed Services Vocational Aptitude Battery (ASVAB) Career Exploration Program at the Defense Management Data Center. She was honored for her efforts to continually develop the ASVAB Career Exploration Program into an effective career planning tool, providing a valuable service to the schools.

Through these efforts the Recruiting Command has effectively developed a partnership where members of the AVA recognize that the Army is the service that is willing to work with them.

# Technical road march leads to field recruiters

*SFC David Dawson, ARISS Office, HQ USAREC*



**ARISS laptop training for 3d Brigade NCOs. (Photos by SFC Dave Dawson)**

**Few things are more satisfying** than passing information to another person. I call it teaching, others call it training. Whatever the term, it boils down to the same thing – progress. The expressions seen on the faces of our station commanders and the recruiters that we've trained range from that glassy-eyed, head-tilted "What are you talking about" look to an "Oh, I see what you mean now" nod of understanding. That's progress. If you've ever had to teach or learn something from the ground up, you know what I'm talking about.

## **ARISS to the field**

In mid-August 1997, we started the physical deployment of the Army Recruiting Information Support System (ARISS) laptops. Fielding started with training 3d Brigade's battalion information managers and recruiter trainers. In the same month, these individuals went through a two-week training and validation program and are now identified as the field administrators.

## **The plan remains the same as before — train the trainer from brigade to battalion level, reach out to every recruiter, and follow up with live-fire validation**

The plan remains the same as before — train the trainer from brigade to battalion level; reach out to every missioned recruiter and provide one-on-one training, and follow up with live-fire validation. After being trained, every recruiter must demonstrate his ability to operate the ARISS laptop.

Fast forward five months and you'll find every missioned recruiter and their leaders trained or

undergoing validation to use Microsoft Word, PowerPoint, and Outlook. Most importantly, they are trained to use the Army Multimedia Sales and DEP/DTP Presentations in mobile situations. We don't have to wait to use the station desktop computer for conducting a multimedia sales presentation. We don't even have to be in the station.

## **Money, effort, and time**

The fielding of your laptop did not just happen. There have been countless meetings, decisions, daily tests of system resources and troubleshooting resolutions, lobbying for money, bean counting, inventory, travel, training, one-on-one training, and performance-oriented validations. Now, you may ask, what does all of this mean to me, and is this new age tool worth the MEAT (money, effort, and time) that we've expended, past, present, and future?

What does it mean? It means different things to different people. If you're an Army recruiter without one, it means you're one step closer to getting this new tool to help you tell the Army story to the great American public. If you are fortunate to already have the laptop, it means you have the ball. You form the cornerstone to the continued success of this amazing project. You get to prove its worth and, in the meantime, reap the benefits. Your stories, good or bad, will be used to improve the multimedia programs and expand the role of this tool within our recruiting world.

## **A question of worth**

Worth it? Without doubt or hesitation — yes. Ask any recruiter who has used it to conduct a sales interview or has attracted the attention of potential applicants by running a video segment while eating lunch at a fast food restaurant. The heart of this system is the multimedia sales and DEP/DTP presentations. These programs will enhance and, provided there's a vacancy, improve your



abilities as an Army recruiter to enlist and ship America's fighting force. New recruiters will receive their training on this laptop at the schoolhouse, and they will be sent to the field knowing how to conduct a basic sales interview using the multimedia sales presentation.

### Update central

And now, an update on the fielding of the ARISS laptop. Each battalion within the 3d Recruiting Brigade is undergoing the final phase of validation — trained and validated from the top, 3d Brigade is fully fielded. A sustainment training program has been developed at battalion level and has been added to the training plan. Station commanders are conducting station training with a focus on the laptop. This brigade has exceeded every expectation during the deployment of this laptop, including the quality of training, logistical support, and command influence.

### The future

It is said that in order to have true value there must be potential for growth. The future value of the ARISS laptop is due to new technology and software development that is absolutely mind-boggling. With recent and foreseeable advances in video and communications technology, the vision of telemobile recruiting is fast approaching the realm of possibility with ARISS. The next release of ARISS is slated for August 1998. This version will be known as Bravo; it will include a program we've all been waiting for — one-time data

entry — as well as video enhancements to the sales presentation.

### AMEDD presentation

A multimedia sales presentation is being developed for AMEDD and is very close to completion. A team of health care recruiting experts from the field and the school house, MAJ Barbara Gilbert (the active duty operations officer for Health Services Division), Buck Metcalf and SGT Gary Schrock (the USAREC multimedia programmers), as well as other information technologists are working very hard at the design and development of a Veterinarian Corps sales presentation. We plan to have it tested and fielded by the end of May. It will serve as a test model for the entire AMEDD Sales Presentation that should be fielded with the Bravo release.

So there you have it. It's the future. It's the laptop. It's the Army Recruiting Information Support System, ARISS laptop. Whatever you want to call it — it's here and it will be in your hands. Are you ready?

**The vision of telemobile recruiting is fast approaching the realm of possibility with the ARISS laptop.**



The battalions of 3d Brigade are in the final phase of validation for using the ARISS laptop. A sustainment training program (battalion level) has been developed and is part of the training plan. Station commanders are conducting training that focuses on using the ARISS laptop.

# Women of 1st Brigade



SGM Rodney C. Mose is presented a brigade jacket by CSM Minerva Ramos-Lopez at his retirement ceremony in Sept. 1996. (US Army photo courtesy of 1st Recruiting Brigade.)

## 1. What advice would you give to enlisted women who want to go up the ranks?

It depends on how bad you want it was her answer to the question. If a woman chooses a military career, said CSM Minerva Ramos-Lopez, CSM, 1st Recruiting Brigade, then take the tough assignments, take the leadership roles, and set your goals.

She entered the service in 1975 as a SP4 Telecommunications Specialist. Her first taste of recruiting life began in January 1980, Newburgh District Recruiting Command. From field recruiter, to station commander (1986-1988 and 1992), recruiter trainer NCO (1984), First Sergeant (1988-1991), Sergeant Major (1993-1995) and the present rank of command sergeant major.

## 2. What changes have you found to be the most remarkable for women in the military?

"There are more women in leadership roles as officers and noncommissioned officers," said Ramos-Lopez. She has also seen the male viewpoint change toward women in the military. Female soldiers are being recognized for their willingness to work hard.

## 3. What achievement stands out in your mind?

"I felt my greatest achievement was when I was the sergeant major for the New York City Recruiting Battalion. In 21 months the battalion rose from 39th to 7th place in mission production," said Ramos-Lopez.

## 4. Do you have a motto that you live by?

"Everyday I choose to be happy," she said, "this way you find that good days are more frequent than bad days."



SGM Mary E. Foreman, Harrisburg Bn and SFC Harold B. Francis, battalion OPs NCO go over the mission numbers. (Photo by Sonya F. Patterson, A&PA)

Combine a Nuclear Assurance Exercise, a senator's visit, and an inspection to test a soldier's ability. She found herself in this scene in 1975 at the Redstone Arsenal, Ala. This ammunition specialist had made E5 and team crew chief.

Hours of rehearsal led to this day where her team is demonstrating how to offload nuclear materials from a damaged lowboy. SGT Mary E. Foreman remembers that moment when she's signaling the crane operator to lift the sling load and she hears the senator tell her colonel, "My God, she really knows what she's doing!"

April 1998 will be her 25th year of military service. Now at the rank of SGM, Foreman has seen 19 years of recruiting duty, from field recruiter, Fort Monmouth Battalion, N.J. (1979), to sergeant major of Harrisburg Recruiting Battalion (1996).

At the SGM Academy's graduation ceremony (1996), Foreman said her training for the Army began when she was old enough to care for her brothers and sisters, she being the second child of seven. Foreman remembers her mother saying, "Take care of the children Mary," as she left for work everyday.

A career soldier who said her decision to join the Army was not a difficult choice to make because her childhood had taught her the values of discipline and responsibility, how to lead as well as be a role model for others — the same values and skills essential to the Army way of life.

A few highlights Foreman recalls is her time as a recruiting company first sergeant and successfully turning this company into a winner. "Every recruiter who was assigned to my company," Foreman said, "went on to receive a promotion."

When ask what advice she has for young women thinking about joining the Army it is — just do it. Too often a woman has come up to me and said she really wanted to join the Army, but her parents had discouraged her because it was not a career choice for a young girl, Foreman said.



**Vision implies change.** Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

**Teamwork:** Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army Recruiting

Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

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# Women at War

by Gary L. Bloomfield, Kansas City A&PA

Fighting a war in both Europe and the Pacific demanded that every able-bodied American citizen, both men and women, do their “patriotic duty.” Millions of men signed on for the duration, but back home the planes, ships and tanks still needed to be built to replace those being destroyed in battle. American women stepped forward to work in hundreds of factories and almost overnight each became known as “Rosie the riveter.”

## Submarines to munition rounds

During the war years, from 1941 through 1945, women factory workers were vital to winning both the European and Pacific campaigns: from patrol boats and submarines to aircraft carriers and battleships, more than 76,000 naval vessels were built; nearly 300,000 aircraft rolled off the assembly lines; more than 20 million pistols and rifles were tooled; and a staggering 41 billion rounds of ammunition — from bullets and grenades to tank rounds, naval shells and aircraft bombs — were assembled with delicate care.

Thousands of women also demanded a role in the military, and by early 1943, all of the armed forces — the Army and its aerial component, the Army Air Corps, the Navy, Marines, and Coast Guard — had opened their ranks to women volunteers. (This does not include the many thousands more who volunteered with the Red Cross, the United Service Organizations or any of the other support groups, both stateside and overseas.)

At the same time, as Allied forces in Great Britain and North Africa prepared for the invasion of Fortress Europe, servicemen in the states were shifted from service support to combat units and rushed overseas, leaving a void that needed to be filled, and quickly. Women in uniform staffed those vacancies, mostly in administrative jobs.

## “Semper Paratus — Always Ready”

“Semper Paratus — Always Ready” was the Coast Guard motto and when the service’s women reserve component was formed on November 23, 1942 they took the name SPAR for short. Though assigned shore duties along the East and West Coasts, many SPARs were also



Army nurse in England. (Army Photo)

deployed to the territories of Alaska and Hawaii, primarily in administrative jobs.

During World War I about 300 women served in the Marine Corps but disbanded soon after the Armistice. On February 13, 1943, the Marines established the Women’s Reserves, reaching a peak strength of more than 18,000 by the end of the war. By utilizing women Marines to fill service support and administrative slots, the Corps was able to deploy more of its men to the front lines, mostly to the fierce South Pacific island campaigns.

## Women’s Army Auxiliary Corps

The Women’s Army Auxiliary Corps was established May 14, 1942. The next year the service became known as the Women’s Army Corps, or WAC. The largest of the distaff units — with a peak strength of more than 99,000 by April 1945 — more than 17,000 WACs deployed overseas, in every theater, including China/Burma/India (the CBI), Alaska, North Africa, the Southwest Pacific, Italy, France, and Southeast Asia.

More than 5,500 WACs endured the harsh conditions of living in the Southwest Pacific, from Australia to New Guinea, Hollandia, and up to the Philippines. Besides the withering humidity and equatorial temperatures and “man-eating” insects, the women endured air raids, artillery barrages, and sniper

fire. To add a little touch of home to their tents, they used ammo boxes to make furniture, and parachutes for drapes.

On transport and hospital ships, they were just as susceptible to attack from enemy planes and submarines as any of their male counterparts. Their status as non-combatants carried no weight with the enemy in a combat zone.

Nurses captured during the siege of the island fortress of Corregidor in early 1942 became prisoners of war in the Philippines for 37 months, until the end of the war. Five Navy nurses captured on Guam were transported to a POW camp in Japan. Besides struggling to survive in camp, all of the nurses did their best to care for other sick and wounded POWs. Of the 201 Army nurses who died overseas during World War II, 16 were killed as a result of direct enemy action.

### A letter to European Stars and Stripes

The men in uniform, especially those in combat, certainly appreciated the role Army nurses played in World War II. To show their gratitude, hundreds of servicemen published a letter in the European Stars and Stripes newspaper, October 21, 1944:

“To all Army nurses overseas: We men were not given the choice of working in the battlefield or the homefront. We cannot take any credit for being here. We are here because we have to be.

“You are here because you felt you were needed. So, when an injured man opens his eyes to see one of you, concerned with his welfare, he can’t but be overcome by the very thought that you are doing it because you want to. You endure whatever hardships you must to be where you can do us the most good.”



ENS Jane Kendleigh, USNR, the first Navy flight nurse to arrive on Iwo Jima, aids casualties. (US Navy Photo)

Army General Douglas MacArthur knew how important these nurses were and the risks they took, willingly: “The Army nurse is the symbol to the soldier of help and relief in his hour of direst need. Through mud and mire, through the murk of campaign and battle, wherever the fight leads, she patiently, gallantly, seeks the wounded and distresses. Her comfort knows no parallel. In the hearts of all fighting men, she is enshrined forever.”

(Author’s note: In 1992, when I visited the Philippines with American survivors of the infamous Bataan Death March and the siege of Corregidor, they told many stories about their fellow soldiers and sailors who didn’t make it. But when they saw a memorial on Bataan dedicated to The Angels, the Army nurses who had been captured and imprisoned by the Japanese, these tough-as-nails American veterans cried, just thinking about what those dedicated nurses went through. Even 50 years later The Angels were still remembered fondly by the soldiers who served with them.)

Though restricted from flying combat missions, members of the Women’s Airforce Service Pilots (WASP), played key roles in World War II. A similar unit, the Women’s Auxiliary Ferrying Squadron (WAFS), was formed in September 1942 and eventually merged with the WASP.

Each of the 1,830 women accepted for the stringent training had logged a minimum of 200 hours in the air. Those who made it to graduation were assigned as test pilots for fighter and bomber aircraft being rushed into production and as instructors for male aviation cadets. Women also flew newly assembled aircraft from the factory to the coasts for shipment overseas. The WAVES — Women Accepted for Volunteer Emergency Service — augmented the US Navy, with a peak strength of 90,000 by mid-1945.

Unlike their male counterparts, most of whom had no choice but to join the military, all of the women who served in the armed forces during World War II were volunteers, the unsung heroines who played a vital yet little-publicized role in America’s greatest victory.

**... they were just as susceptible to attack from enemy planes and submarines as any of their male counterparts. Their status as non-combatants carried no weight with the enemy in a combat zone.**

*(This excerpt is from the upcoming book Duty, Honor, Sports. America’s Athletes during WWII, is printed by permission.)*



# On target

## — Use marketing data to best target limited resources

by Louise Eaton, APA, with permission of Mediamark Research, Inc.



### Where are your prospects?

What do they like doing? Are you more likely to run into a larger number of prospects at a pro football game or at a pro beach volleyball game? If you have a choice between setting up a display table at a motorcycle race, at a high school sports event, or at an ice hockey game, which should you do? Having the answers to these questions can help you use your prospecting resources more efficiently and effectively.

Mediamark Research Inc. (MRI) produces syndicated national research studies detailing the media, product purchase, and lifestyle habits of adults aged 18 and over in the U.S.A. For instance, the 1997 MRI Spring report measures the viewing of live sports on television one or more times per month by men aged 18-24 who graduated high school with degrees. The televised sports that reach the largest number of this group are:

1. Pro Football (45.2%)
2. Pro Basketball (37.1%)
3. College Football (34.4%)
4. College Basketball (31.4%)
5. Baseball (30.3%)
6. Auto Racing (16.2%)
7. Ice Hockey (15.5%)
8. Boxing (14.8%)
9. Golf (11.7%)
10. Fishing (11.2%)

This kind of information helps USAREC decide what televised sports to buy to ensure the Army recruiting message reaches the largest possible audience of prospects.

The MRI information also reports what percentage of the audience is made up of your target, known as com-

position, so that you can determine if prospects make up most of the audience or only a small portion. If prospects only form a small percentage of the audience of a specific sport, it would not be an efficient means to reach them. For instance, as shown above, many young men watch fishing and golf, but most of the television audience for these events are not prospects. Prospects form only 6.7 percent of the television audience for fishing and 5.3 percent for golf.

By putting together the reach of a sport and the composition of its audience, you can figure out where best to devote your limited resources, whether these be advertising dollars or recruiter time. For advertising, big numbers win over concentrated prospects; Army ads run more often in football games than in pro beach volleyball.

For prospecting, you are more concerned about attendance at events than television audiences, and composition may very well be more important than reach. Below are measurements against

men 18-24 HS Grad+, for attendance at live sporting events, ranked on the left by the total prospect audience and ranked on the right by their percent composition.

Sometimes going for the biggest audiences (reach) makes you miss really fine events for prospecting. Which kind of crowd would you rather work, a crowd where every fourth or fifth person was at least age eligible or a crowd where only one out of every 20-25 people was age eligible?

Local habits and preferences will vary from these national statistics, and you are in the best position to evaluate your market. Try ranking the events in your own territory. But as you do, keep in mind the two factors of reach and composition. For prospecting, total audience size may not be half as important as the make-up of that audience. You want to devote your energies and resources are the places where the prospects in your market are concentrated.

### **Sporting Events Attended by Males 18-24 HS grad plus, One or More Times a Month**

#### **Reach**

1. College Football (6.09%)
2. Baseball (4.41%)
3. High School Sports (4.19%)
4. Pro Football\* (3.85%)
5. Auto Racing\* (3.73%)
6. College Basketball\* (3.58%)
7. Pro Basketball\* (2.94%)
8. Ice Hockey\* (2.61%)
9. Soccer\* (1.62%)
10. Motorcycle Racing\* (1.61%)

#### **Composition**

1. Motorcycle Racing\* (24.77%)
2. Pro Beach Volleyball\* (16.83%)
3. Truck and Tractor Pull\* (16.3%)
4. Boxing\* (13.48%)
5. College Football (12.24%)
6. College Basketball\* (11.56%)
7. Auto Racing\* (11.44%)
8. Ice Hockey\* (11.25%)
9. Pro Football\* (10.75%)
10. Tennis\* (9.65%)

\* Use directionally due to unstable respondent count

# Safety in the grass

**As the grass grows**, so grow thoughts of dragging out the lawn mowing equipment. Unfortunately, the unsafe operating habits are back too. Adults and especially children can be injured due to the careless use of lawn mowing equipment.

The USAREC Safety Office is urging people to use caution and common sense when tending to their lawns and gardens this spring. The US Consumer Product Safety Commission (CPSC) data shows that each year about 400,000 people are treated in hospital emergency rooms for injuries from lawn and garden tools.

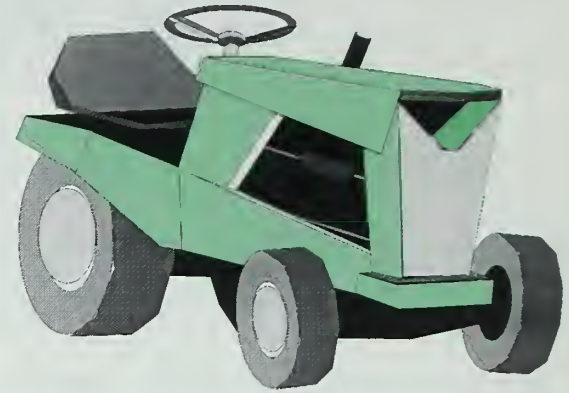
According to the CPSC about 25,300 people are injured and 75 people are killed each year on or near riding lawnmowers and garden tractors. One out of every five deaths involves a child. These deaths most often occur when the child falls off the mower and is run over or when the child falls into the mower's path. A government survey shows about 55 percent of households with children under age 10 allow children to ride on lawn mowing equipment.

Consumers must do their part to care for their own safety. They need to always use lawn mowers responsibly and follow manufacturers' instructions. It is recommended that consumers take the following precautions to prevent injuries from lawn mowing equipment.

## Basic Steps To Safe Mowing

**Know how to operate the equipment.** Read the operator's manual before using any power equipment. Know where the controls are and what they do. Make sure that safety devices on the equipment are in place and functioning properly before starting work. Follow safety instructions.

**Dress properly for the job.** Wear long pants, long-sleeved shirts (to avoid injuries from thrown objects like rocks or sticks), close-fitting clothes, sturdy shoes with slip-resistant rubber soles, eye protection, heavy gloves (protect hands when changing, sharpening, or cleaning blades), and hearing protection such as ear plugs when using motor-driven equipment. Don't wear anything that



could get caught in moving parts (loose jewelry or clothing) be careful of long hair.

**Handle gasoline carefully.** Fill up before you start, while the engine is cold. Never fill gasoline tanks while machinery is on or when equipment is still hot. Wipe up spills. Store gas in an approved container in a cool ventilated area away from the house. Finally, never smoke or use any type of flame around gasoline.

**Clear the area before you start.** Before starting up machinery, remove objects from the area in which you are working. These objects could be thrown by mowing equipment and can cause injury or damage equipment, such as sticks/twigs, glass, metal, wire, cans, golf balls and stones.

**Keep children and pets away from the area until you're finished.** Keep children indoors and supervised at all times when any outdoor power equipment is being used. Young children move quickly and are attracted to mowers and mowing activity, especially if they have been given rides on mowers before.

Never assume children will remain where you last saw them. Be alert and turn off the mower if children enter the mowing area. Use extra care when backing up or when approaching corners, shrubs, and trees.

**Operate equipment carefully and follow recommended procedures.** Always turn off the engine and disconnect the spark plug wire before attempting to unclog or work on outdoor power equipment. Be sure power tools are turned off and made inoperable if they must be left unattended to prevent use by children.

**Keep hands and feet away from moving parts.** Never work on equipment while it is running. Never remove or tamper with safety devices and labels; they're provided to protect you and your family.

Remember, carelessness is the leading cause of accidents and that's why, at USAREC, safety comes first. This is a great opportunity to share these basics of mowing safety with your family. So take a few minutes to sharpen your safety skills. The time you spend could save a life.

*(From the US Consumer Product Safety Commission.)*



# Profile of the Black Recruiting Market

MAJ Michael S. McGurk, Program and Evaluation Directorate, HQ, USAREC

The first question often raised when discussing this market is the name. Is it black or African American or Negro or some other term? How about those from the Caribbean?

The answer is not clear. Here is the answer according to the Federal government Office of Management and Budget (OMB).

The revised standards will have five minimum categories for data on race:

- American Indian or Alaska Native
- Asian
- Black or African American
- Native Hawaiian or other Pacific Islander, and
- White

There will be two categories for data on ethnicity: "Hispanic or Latino" and "Not Hispanic or Latino." OMB

accepts the following recommendations concerning the term or terms to be used for the name of the black category: The name of the black category should be changed to black or African American. Additional terms, such as Haitian or Negro, can be used if desired.

The easiest thing to do, when dealing with a particular individual, is to just ask them what they prefer. For the purposes of the remainder of this article I will use the most general term, black.

The black market is a large and highly propensed market. Blacks represent about 12.6 percent of the population or about 34 million individuals. Of that 34 million, 2.1 million are black *and* Hispanic. The Army is about 27 percent black, with the Army males being 24 percent black and Army females a surprising 43.3 percent black. This means there are about twice as many

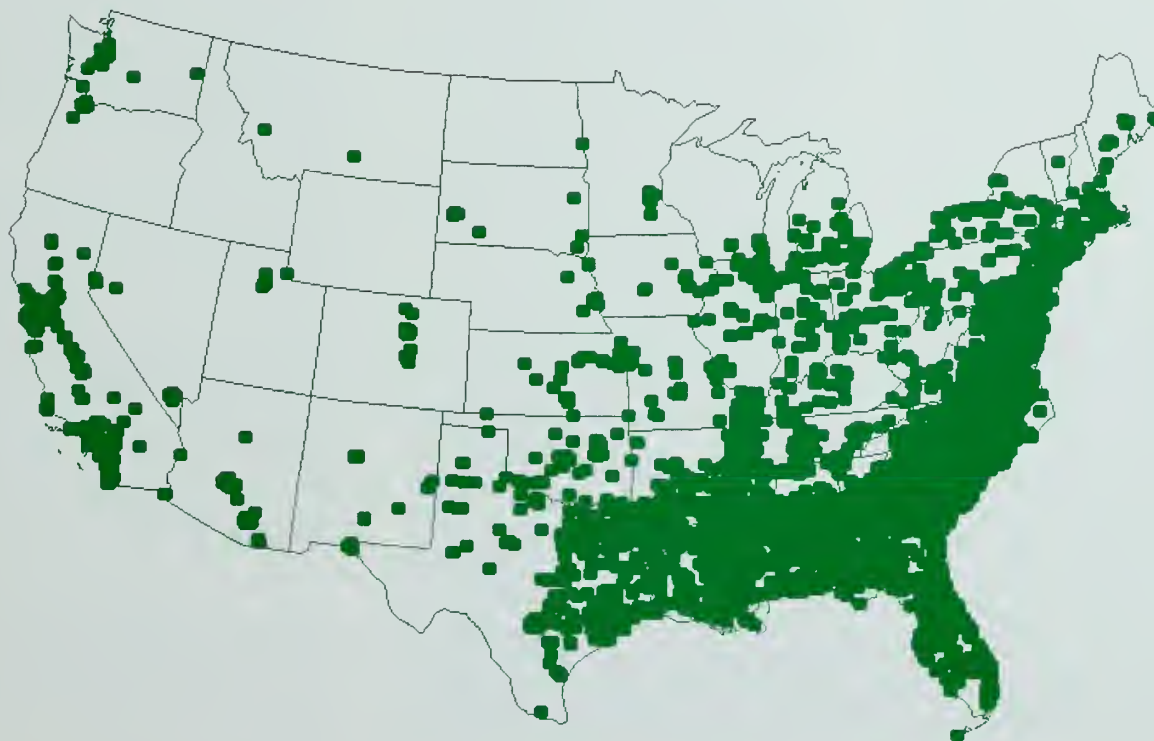
black soldiers in the Army as you would expect to find blacks in the general population.

Where do all these recruits come from? Look at the map below and see.

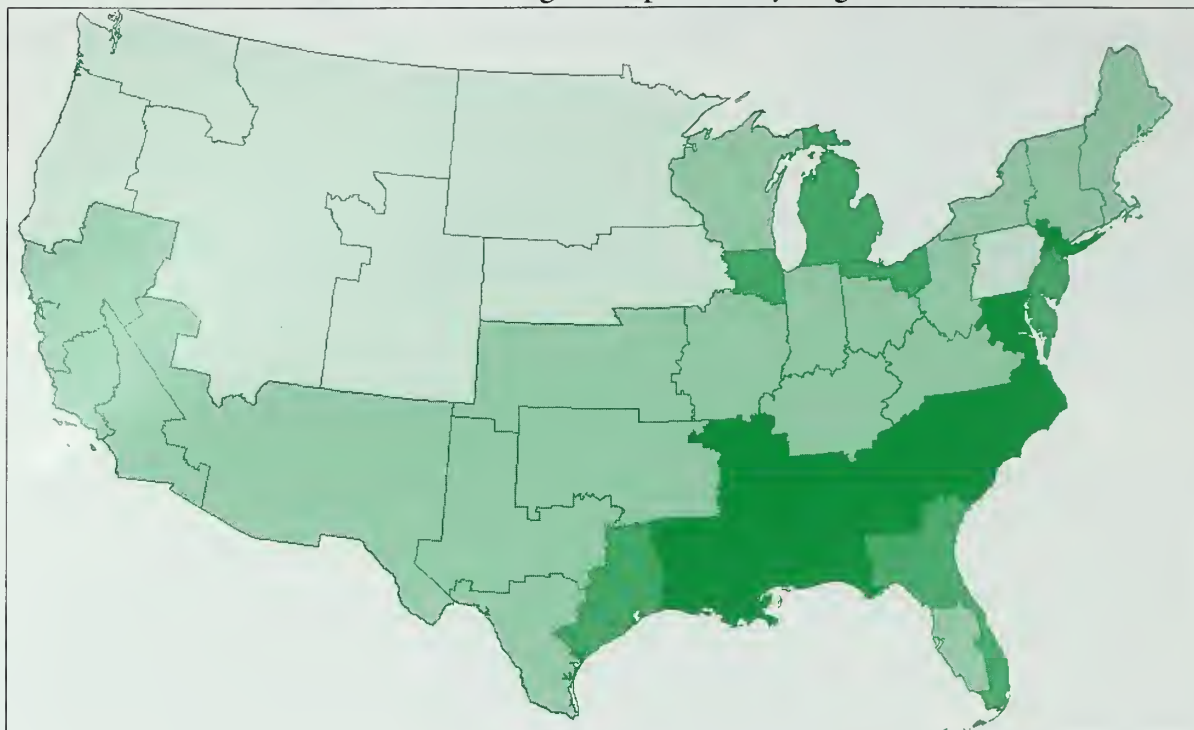
It should be obvious that the great majority of our contracts come out of the Southeastern United States. O.K. How about the population? Aren't there more blacks in the South? Yes, there are and that is why there are more contracts for blacks written there. At the top of the next page is a chart showing the percentage of blacks in the US by recruiting battalion. Not surprisingly, it mirrors the production to a large extent.

Now that we know where they come from and about how many there are, what are they like? USAREC collects data on all the prospects that join the Army. Using this information and modern data analysis techniques, we

Black Contracts FY 97



Blacks as a Percentage of Population by Brigade



can build a picture of the type of individual who joins the Army. Black prospects fall into several main categories. Four groups of blacks account for 47 percent of production.

The groups that compose the majority of the production are determined by looking at the lifestyles of the families coming from the same area. By this we mean that while you are not exactly like your neighbors, you are pretty close. The area is kept small, usually only a group of 10 or 15 houses.

The four major groups all have key names which serve as brief descriptors of the households. Black production comes from **Difficult Times** at 16.7 percent, **City Ties** at 16.4 percent, **Trying Rural Times** at 7.9 percent and **Trying Metro Times** at 6 percent.

**Difficult Times** is the descriptor for households with a large number of children. They usually have low income and low education. They rent their home and work at blue collar jobs. They often are not high school graduates and have a single head of household. Despite these challenges, they rank number one in production.

If they are qualified, there is a good chance you can get them to join.

**City Ties** is the second group. These families have a large number of older children. The families live in urban areas and have medium-low income and education levels. They are similar to **Difficult Times**, just a little better off. They often work in jobs such as protective services (security) or administrative support (secretarial).

**Trying Rural Times** is the third group. They are also similar to the first two groups but tend to live in a rural, country setting. Many of them own their own home. They are much more likely than average to eat fast food and shop convenience stores. They still have low income, blue collar jobs. Sixty percent of them share a ride to work.

**Trying Metro Times** is a little different from the others. They are often 21 to 29 years old. They are often single and living with someone other than their family (roommates). They often work construction or machine operator type jobs. They usually rent. Most have a high school education. They tend to be where

the work is found, generally urban and suburban areas.

This provides just a thumbnail sketch. Other analysis has been done to try and determine the type of work blacks prefer. What MOS is most likely to interest them? Medical jobs are the most popular among young blacks, followed closely by administrative and then electronic systems operation and maintenance. Combat MOS and mechanical maintenance MOS are among the least popular with blacks.

Information for this report has come from a variety of sources. USAREC Research and Plans has access to databases and can help you better understand your market. Claudia Beach and MAJ Chris Hill helped provide the data on black job preference from the recent Conjoint Analysis Project. CPT Rodney Roederer provided the data on black segments in production analysis. If you have further question, please call or cc:Mail.

USAREC will conduct black advertising focus groups in the February-March time period. A report on results should be available by early summer.





**U**SAREC will hold its annual USAR Technical Warrant Officer Recruiting training conference in New Orleans April 13 through 17, 1998. All required attendees should have their hotel and flight reservations made.

### Warrant officer applications

USAR Technical Warrant Officer Recruiting Branch will continue to accept AGR to AGR Warrant Officer applications until March 4, 1998. Certain MOSs may be capped before this date based on number of packets. USAR recruiters who want to apply and meet the prerequisites are encouraged to do so.

### Advertisement available

There is an approved advertisement for warrant officer recruiting available through Advertising and Public Affairs for use in your post newspapers, RSC monthly literature, and unit letters. We need to start using this lead generation source so we can accomplish our FY 98 mission.

### TWOR mission

The TWOR mission has not gone away regardless of what you have heard. Continue to recruit until notified by the TWO Division at this

HQ. We still have a mission of 350 to accomplish by September 29.

### Policy information and changes

The MGIB-SR kicker and the RASP both have a projected start date of April 1, 1998. Be on the lookout for implementation instructions for these programs.

### Current messages

**RECUSAR message 98-001**, subject: Validity of 1995, 1996 and 1997 RECUSAR messages. The purpose of this message is to inform all levels of the command about which RECUSAR messages are still in effect.

**RECUSAR message 98-002**, subject: USAR Officers on Active Duty for Special Work (ADSW). The purpose of this message is to provide interim policy for IRR/IMA/TPU officers interested in the ADSW program for recruiting. The intent of the ADSW Memorandum of Understanding (MOU/Pending) with regard to placing these officers on ADSW is discouraged except for AMEDD and special missions.

**RECUSAR message 98-003**, subject: Clarification of Procedure for IRR Transfers of Health Care Professionals. The purpose of this message is to clarify the procedure used in processing IRR to SELRES transfers for health care professionals.

**USAREC message 98-003**, subject: Prior Service RE Code 3R for the

Navy. The purpose of this message is to provide guidance for those prior service applicants who were discharged from the Navy with RE code 3R.

**USAREC message 98-006**, Part 1, subject: Printing Error in Standard Form 86, Questionnaire for National Security Positions. We have experienced numerous ENTNACs being returned in error due to block 27a not being answered. The SF 86s that were printed on or after January 1997 omitted the line directly below the "Yes, No" block for the answers to question 27.

**USAREC message 98-008**, Part 1, subject: Standardized Health Care Recruiter Interview/Evaluation Instructions. Effective upon receipt of this message, the standardized procedure for the health care recruiter interview/evaluation will be followed. This procedure and an example figure will be incorporated into USAREC Regulation 601-37.

**USAREC message 98-009**, Part 1, subject: Mandatory Physical Training at DEP/DTP Functions. Members of the DEP/DTP will be given the opportunity to participate in physical fitness training (voluntary) at all DEP/DTP functions. In cases when physical training is not a participation event, but rather an instructional classroom subject, all DEP/DTP members will be required to attend.

## Congratulations to 5th Brigade and their TWORs for mission box in the 1st quarter!

### TWORs boxed year-to-date through the end of 2d quarter

SFC Kyle Upton	Baltimore Battalion	1st Brigade
SFC Kim Mata	Columbia Battalion	2d Brigade
SFC Cosme Romero	Miami Battalion	2d Brigade
SFC Beverley DeGratia	Montgomery Battalion	2d Brigade
SFC Joseph Malcom	Nashville Battalion	2d Brigade
SFC Victor Calcano	Tampa Battalion	2d Brigade
SFC Timothy Benson	Kansas City Battalion	5th Brigade
SFC Rodney Laughlin	Oklahoma Battalion	5th Brigade
SSG Linda Andis	San Antonio Battalion	5th Brigade
SFC Theodore Brown	St. Louis Battalion	5th Brigade



**A Warren County High School cheerleader shaves the head of SSG John P. Collins, Tullahoma station. The high school principal volunteered to have his head shaved if a school team won a state title. Collins, a new recruiter, volunteered to be the guinea pig for the first head shave. The school cheerleaders won the state title and the second head shave went to the principal. (Photo furnished by Warren County High School)**

## A little embarrassment for a new recruiter

TULLAHOMA, Tenn. — SSG John P. Collins appears to be more interested in getting to know the students at Warren County High School than in having the greatest haircut in the Tullahoma station.

“Go out and get known in your school,” SSG Mark E. Culpepper, station commander, told Collins when he reported for recruiting duty December 22, 1997. Although he was a new recruiter, Collins had some information to draw upon — his small group instructor, SFC Liz Franklin, Recruiting and Retention School.

“Be yourself,” she had said. “Sometimes use an unorthodox approach to get their attention.”

On his second visit to Warren County High School, Collins saw his chance to excel. The school principal, a retired command sergeant major, had promised the sports teams that

he would have his head shaved if their team won a state title. The cheerleaders won the state title and then one of the cheerleaders asked Collins to be a guinea pig for the first head shaving.

“I wanted to get known in my school,” said Collins. “I told them yes.” During a varsity wrestling match, and in front of more than 1,000 students and faculty, Collins submitted to having his head shaved.

“You didn’t have to go overboard,” said Culpepper when Collins returned to the station. Now, when Collins goes back to Warren County High School, students aren’t afraid to come up and talk about the Army.

“Worst haircut of my life,” said Collins. But, he thought, well worth it and lots of fun, too. And, yes, the principal had to offer his head for a shave, also.

## Cuisine Army style

**Story and photo by Vernetta E. Garcia, Columbia Battalion A&PA**

COLUMBIA, S.C. — MSG Danny Green and SGT Chantelle Brooks, members of the award winning Fort Stewart, Ga., culinary team visited four schools in the Columbia area in January.

“They did a great job for me at Pelion and Swansea High Schools,” said SSG Danny Mishoe, Columbia Downtown Recruiting Station.

Before demonstrating their artistic talents, Green displayed the Army’s oven-ready packaged foods and the Army’s meals-ready-to-eat. Students groaned at the shiny brown packages of ready-to-eat beef stew and chicken and rice that Green held up to show them. “Just like your mama’s chicken and rice,” said Green. SSG Michael McMillian, Dentsville station, helped dish out food to sample.



**MSG Danny Green, Fort Stewart, Ga., creates a rose from half a lemon and mashed potatoes dyed with food coloring. The culinary team visited four high schools for Columbia Battalion.**





Rafael Contreras (left), Guillermo Ramos-Piazza, and William Duncan cross the finish line of the New York City Marathon together. Their time was 4:35:33. (Photo courtesy TSI Graphics)

## Recruiters run the New York City Marathon

by Raymond P. Aalbue, New York City Battalion Advertising and Public Affairs

FORT HAMILTON, N.Y. — On Nov. 2, at 10:35 in the morning, 31,500 brave souls took off from the starting line in Staten Island to run in the New York City Marathon. Among the runners was a 9-member team from the New York City Battalion. The race lasted about four and one-half hours for most of the Army team, but there were many hours of preparation that began in the months prior to the race. You just don't go out and run a marathon.

Headed by Guillermo Ramos-Piazza, the military team began training in July. An arrangement was made with Poly Prep Country Day School, a private school near the battalion headquarters, to do some of the training on their outdoor track. The long distance training was done on the streets of Brooklyn and Manhattan, as unique as the marathon itself. The quickest member of the team, Alex Aponte, Fordham Road station, finished the 26.2-mile course in 3 hours, 27 minutes and 8 seconds. Other members of the team, Rafael Contreras, Mount Vernon station; William Duncan, Harlem; Maria Green, Bay Ridge station; and Miguel Rodriguez, Military Entrance

Processing Station counselor, Fort Hamilton; Richard Nolan, a teacher at the High School of Telecommunications, Brooklyn; his wife, Eileen; and John Cassidy, a local banker, rounded out the team. This was a great example of recruiters building relationships with members of the community. You can't help but forge a relationship with someone after running the NYC marathon together.

As the team leader and veteran of 12 marathons, Ramos-Piazza led the way in preparing for the 26.2-mile trek through the five boroughs of New York. Besides running on their own, the group got together for long runs from 18 to 24 miles. They also trained hard on the track at Poly Prep, doing interval training and mile repeats.

"The recruiters sacrificed an awful lot to train for this and to represent the Army. Most times we were training at 0500, or as we say in the Army, 0 dark hundred, and the recruiters still put in their normal recruiting day. That's dedication," said Ramos-Piazza.

There was quite an array of unique runners in the race. There was a group running in rhinoceros outfits, with their focus on saving the rhino.

Many runners had T-shirts with their names printed on them, making it easy for people on the sidelines to yell out words of encouragement for John or Mary or Pete, an important part of the NYC marathon experience.

The Army team heard a lot of "Hooahs" as they ran through New York City in their black Army shirts. All along the route, millions of people yelled out, "Go Army, Go Army." Other recruiters volunteered at water stops along the route, another example of community relations.

The recruiting battalion was the sole sponsor of the marathon on WABC-770 AM. Curtis Sliwa, founder of the Guardian Angels, talk show personality, and a friend of the Army, spoke with Duncan who carried a cell phone and acted as the WABC in-race commentator.

At the 15-mile mark, Duncan mentioned he was at the base of the Verazano bridge, where the race had begun. Curtis told him he wasn't doing too well if he was still at the bridge that spans the Narrows in Brooklyn. The soldier quickly corrected himself and noted he was at the base of the Queensboro bridge.

"The geographical location was not a concern to me at that point," said Duncan, "the mileage left to finish the race was." Duncan did a great job as a talk show personality. "All in all, my first marathon and the opportunity to relate the experience over the radio was a thrill I will never forget," said Duncan.

While Aponte was the first Army team member to cross the finish line, the rest of the team finished around the four- and one-half to five-hour mark. It was a job well done by everyone.

The Army team has set their sights on the 1998 marathon. Anybody want to come to New York?



**Spike O'Neil (center) and Scott Vanderpool (standing) prepare to move out in an M1A1 main battle tank at Fort Lewis, Wash. Spike and Scott, disc jockeys at Seattle's KISW radio were visiting the 1st Battalion, 33d Armor at Fort Lewis to get a look at troops in the field.**

## Disc jockeys learn about the Army and fire some of the big guns

**Story and photo by William Pearce, Seattle Battalion Advertising and Public Affairs**

FORT LEWIS, Wash. — When SFC Michael McDonnell, station commander, Seattle Battalion's Metro Station, offered to show KISW radio in Seattle the Army close-up, a unique event began to take shape.

McDonnell had developed a close working relationship with two of the station's disc jockeys, Spike O'Neil and Scott Vanderpool. Both thought the idea of visiting Fort Lewis, talking to soldiers, and maybe even having a chance to live-fire weapons was outstanding.

McDonnell immediately contacted the Seattle Battalion Advertising and Public Affairs office and arrangements were made with Laura Davis at the Fort Lewis Community Relations Office. The unit selected to host the visitors was the 1st Battalion,

33d Armor, part of the 2d Infantry Division's 3d Brigade.

When the visitors arrived at the armor battalion headquarters, they were greeted by LTC Don Campbell, battalion commander, and given a certificate, a battalion coin, and a thorough briefing on the unit's history and capabilities.

Spike and Scott were then escorted by the commander to the tank gunnery simulator where SFC Allen Ashton explained the program and then ran each man through a live-action combat simulation. Now it was time for the real thing, and the excited disc jockeys headed downrange to visit the soldiers manning the Army's M1A1 main battle tanks.

Upon arrival the visitors received a complete briefing on the tank and then were taken inside to fire the on-board simulator for the main gun.

After a lunch of MREs, Scott and Spike were ready for the final and most exciting part of the day. Joining up with a cavalry scout troop, the men were issued kevlar helmets and flak vests and assigned to crew positions on HMMWVs armed with Mark 19 grenade launchers. Racing through the mud and rain downrange, the vehicles pulled into prepared positions and Scott and Spike opened fire.

Soon the range echoed with the explosions of bursting grenades. The next day KISW radio carried the exciting descriptions of the disc jockeys' day with the Army on both the morning and afternoon shows.

Both Spike and Scott were especially impressed with the dedication and professional skill of the young soldiers they met. Their heartfelt and appreciative comments were music to the ears of McDonnell.



## Recruiter coaches gymnastics and tumbling classes at school

By Cynthia Womack, Jacksonville  
Battalion Advertising and Public Affairs

JACKSONVILLE, Fla. — A Jacksonville recruiter is “taking charge” at his high school by spending two evenings a week teaching cheerleaders gymnastics and tumbling to improve their performance.

SSG Ulysses Fogle, Jacksonville Worth Station, along with First Coast faculty advisors, Toni Royal and Debbie Leuders, have been able to form an accomplished coaching team. Fogle, a 13-year veteran, is an experienced gymnast and tumbler who competes nationally. At a recent practice, after Fogle helped the students warm up with stretching exercises and moved them onto their workout, he talked about his volunteer work.

“I started tumbling when I was 7 and have been at it ever since; I’m 31 now. Shortly after coming to recruiting, I started working with the cheerleaders at First Coast; that was in August of 1994.

“I have competed in tumbling and gymnastics at a local gym and was on a competitive team that placed fourth in the nation recently. Hopefully, I am passing along some of the training and techniques I have learned to help the First Coast squad.”

Fogle’s efforts have been well received at First Coast. Since cheerleaders receive no financial support from the school system, his volunteer work is a valuable asset to the squad.

“Staff Sergeant Fogle provides individual coaching and assistance that is often too expensive for our cheerleaders to obtain,” Royal said.

“He is an excellent motivator, very enthusiastic and highly respected for his efforts and ability,” Leuders con-

curred. “The students look up to Staff Sergeant Fogle. They look to him for advice. He demands excellence, and they try hard to provide that.”

At a time when the high profile sports like football, basketball, and baseball attract the most attention, Fogle’s efforts help focus the spotlight on the athletic abilities of those students outside the high profile activities.

“Cheerleaders have to possess many of the same physical capabilities that varsity athletes do,” Fogle said. “Those include agility, strength, flexibility, and endurance.”

Leuders’ daughter, Jessica, has worked with Fogle for three years and says his enthusiasm and positive outlook have had a tremendous impact on every member of the squad. “Staff Sergeant Fogle will never let you give up. He’s a very good motivator, and he won’t let anybody put you down either. He is a very good instructor; he keeps you going, he

makes you want to improve and that helps a lot. But he knows that school work and studies are foremost. He doesn’t want you putting anything ahead of your schooling.”

Summing up his work at First Coast, Fogle said, “I have been blessed to be able to do this at First Coast. I love tumbling and gymnastics, and this is a way I can enjoy what I like and give something to my community at the same time. It’s a way I’ve become part of First Coast.

“Dealing with the students has reinforced my positive outlook for the youth of today,” he continued. “I don’t buy into this Generation X thing.

“We have very bright students who deal with many of the same things we all dealt with as teenagers, and they’re dealing with them positively, without the crutches of substance abuse and dropping out. I’m glad I can be even a small part of each student’s success.”



Regina Rainey met her recruiter SSG Todd Crosby, Stillwater Station, Okla., in somewhat unlikely circumstances. Rainey listened to a career briefing presented to Oklahoma State University career staff on Army opportunities. During the briefing, she discovered Army opportunities were not just for students but also for academic counselors like herself. Rainey joined the Army Reserve to become a military policeman. (Photo by CPT Paul T. Carter)

**1. In order to enlist, all applicants must meet procurement physical fitness standards as prescribed in \_\_\_\_\_ and \_\_\_\_\_.**

- a. AR 600-9 and FM 21-20
- b. AR 601-210 and AR 601-100
- c. AR 40-501 and AR 600-9
- d. None of the above.

**2. DEP and DTP members can earn a promotion to E-2 by referring someone who enlists. What form is used to document these referrals?**

- a. UR Form 914
- b. UR Form 986
- c. UR Form 539
- d. UR Form 512

**3. Who will ensure DEP and DTP members are fully prepared for shipment and all required documents are in their possession?**

- a. Station commander
- b. Company commander
- c. Guidance counselor
- d. None of the above

**4. PR is not limited or confined to a scheduled time or day. From the station commander to the recruiter, PR will be a continuous occurrence in which the recruiter back briefs the station commander.**

- a. True
- b. False

**5. Who is responsible for the direct management of mission assignment, to include development of methodology for determining mission to appropriate subordinate levels?**

- a. CG USAREC
- b. DA PERSCOM
- c. Brigade commander
- d. All commanders

**6. Before an applicant signs the confirmation of Oath of Enlistment on the DD Form 4 Series, the enlisting officer will ensure all questions about the 8-year military obligation are directed to the \_\_\_\_\_.**

- a. Company commander
- b. Recruiter
- c. Station commander
- d. None of the above

**7. Immigrant aliens cannot process for any MOS training or assignment that requires or includes.**

- a. Six-year enlistment
- b. Security clearance
- c. Army College Fund

d. Cash bonus

**8. On the SF 86 (replaced DD Form 398-2), items A through P must be completed by the \_\_\_\_\_.**

- a. Guidance counselor
- b. Recruiter
- c. Station commander
- d. Applicant

**9. If an applicant was confined for a minor non-traffic offense as a juvenile or an adult for 30 days, what is the waiting period before he or she can process or submit a waiver?**

- a. 45 days
- b. 365 days
- c. 90 days
- d. 180 days

**10. Who is the approval authority that grants an exception to reduce or waiver the waiting period?**

- a. Senior guidance counselor
- b. Battalion operation officer
- c. Company commander
- d. None of the above

**11. Applicants completing a foreign high school or carrying college credits from a foreign college or university must have their documents evaluated and accredited by one of the following.**

- a. Battalion education specialist
- b. USAREC education specialist
- c. Brigade education specialist
- d. State board of education

**12. What are the three approaches to counseling?**

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_

**13. What are the three steps to the counseling process.**

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_

**14. As a leader your ability to give your soldiers the will to win starts with the example you set, the attitude you express, the expectation you establish, and the standard you enforce.**

- a. True
- b. False

**15. What are the three basic styles of military leadership?**

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_

(The answers to this month's Test can be found on the inside back cover.)



**COLUMBUS**

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**JACKSON**

SFC John Collins III

**LOS ANGELES**

MSG Nancy A. Welch

**MIAMI**

1SG Jose Rivera

MSG Francisco J. Diaz

SFC Samuel A. Bobe

SFC Allen Goff

SFC Melvin M. Bukszan

**MID-ATLANTIC**

SFC Michael D. Kyle

SFC Harry S. Sanders Jr.

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SSG Marc J. Wahler Jr.



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SFC Frank Quinones

SSG Terrance Peele

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**3D RECRUITING BRIGADE**

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SSG Timothy J. Stoll

SSG Everett L. Butcher

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SGT Lenora A. Melvin-Cohen

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SFC Harold R. Hensley

**OKLAHOMA CITY**

SFC James W. Woolsey Jr.

SSG Jeffrey J. Pettigrew

SSG Jeanette G. Hester

SGT Vance M. Morton

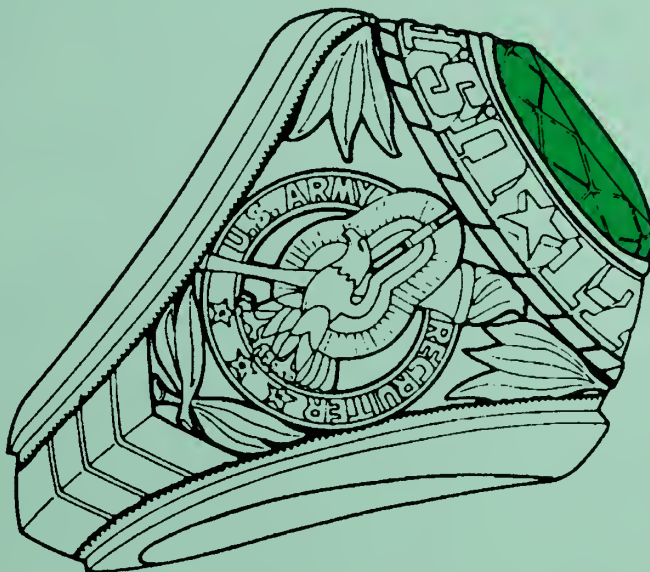
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SSG Keith A. Turner

SSG Fred A. Elder

SSG James H. Jenks



**NEW ENGLAND**

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**NEW YORK CITY**

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SSG Thomas G. Lauchard

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**PHOENIX**

SFC Kelly Robinson III

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SSG Ronald D. Dickens

SSG Richard A. Lemos

SSG Russell Zurovetz

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# Quality Volume - The Key To Our Success

## Headquarters U.S. Army Recruiting Command



RSM January 98

1st Brigade   2d Brigade   3d Brigade   5th Brigade   6th Brigade

### TOP TEAM MEMBER (Recruiter)

RA	SSG Williams-Humphrey, J.	SSG White, D. (Atlanta) & SSG Reynoso, D.	SSG Thayer, M.	SSG Johnson, M.	SFC Brokesoulder, N.
(BN)	(Baltimore)	(Raleigh)	(Great Lakes)	(Dallas)	(Phoenix)

USAR	SFC Salada, N.	SSG Rodriguez, D.	SGT Shukri, A.	SSG Griffith, D.	SGT Espinoza, R.
(BN)	(Harrisburg)	(Raleigh)	(Columbus)	(Dallas)	(Phoenix)

### TOP TEAM (Station)

LARGE	York	Aguadilla	Columbus South	Seminole	Clovis
(BN)	(Harrisburg)	(Miami)	(Columbus)	(Kansas City)	(Los Angeles)

SMALL	Suffolk	St. Augustine	Lapeer	Paris	Lake Havasu
(BN)	(Baltimore)	(Jacksonville)	(Great Lakes)	(Oklahoma City)	(Phoenix)

### TOP TEAM (Company)

COMPANY	Europe	Fort Worth
(BN)	(Albany)	(Dallas)

### AMEDD

(HCRT)	Pittsburgh	Florida	Chicago	New Orleans	Northern California
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MARK R. HAMILTON  
Major General, USA  
Commanding

RO/FY 98-04

"Close the Loop!"

### Answers to the Test

- |                                     |   |  |
|-------------------------------------|---|--|
| 1. c, USAREC Reg 350-6, Chap 5, 5-6 | 7. b, AR 601-210, 6-5j  | 13. Answer: a. Prepare for counseling; b. Conduct the counseling session; c. Follow-up on the counseling session; FM 22-101, Chap 4, page 58 |
| 2. d, USAREC Reg 350-6, 6-3         | 8. a, SF 86 instructions  | 14. a, FM 22-100, Chap 7, page 54  |
| 3. d, USAREC Reg 350-6, 6-5a and b  | 9. d, AR 601-210, 4-37, b(3)  | 15. Answer: a. Directing; b. Participating; c. Delegating; FM 22-100, Appendix B, page 68  |
| 4. a, USAREC Reg 350-7, Appendix M  | 10. d, AR 601-210, 4-37, (3)  |  |
| 5. d, USAREC Reg 601-73, 6, f(2)    | 11. d, AR 601-210, 2-7, h(1) (A)  |  |
| 6. d, AR 601-210, 6-14b             | 12. Answer: a. Directive; b. Nondirective; c. Combine; FM 22-101, Chap 2, page 17 |  |



# Sergeant

JACQUELINE WIEGAND  
Army Reservist,  
320th Medical Detachment  
Department Manager,  
Saks Fifth Avenue

**BENEFITS:**  
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Management experience

**COMMITMENT:**  
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